

# CHAD M. BAUMAN

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## CURRENT POSITION

### Director of Communications, Arena Stage at the Mead Center for American Theater

2007-Current

Under the leadership of Artistic Director Molly Smith and Managing Director Edgar Dobie, Washington, D.C.-based Arena Stage has become the largest theater in the country dedicated to American plays and playwrights. Founded in 1950 by Zelda Fichandler, Thomas Fichandler and Edward Mangum, Arena Stage was one of the nation's original resident theaters and has a distinguished record of leadership and innovation in the field. In 2010 after eleven years of planning and three years of construction, Arena Stage will open the \$125 million Mead Center for American Theater which the *Washington Post* called the "the largest performing arts complex to open since the Kennedy Center."

#### Responsibilities:

- Function as the chief communications officer for the \$18 million performing arts company
- Supervise a department of 35 full-time and 8 part-time employees with 4 direct reports.
- Manage and create a departmental budget in excess of \$3 million.
- Accountable for all earned revenue goals for the company, which are responsible for 65% of the organization's income.
- Responsible for the following departments: marketing, media relations, front of house operations, audience development, publications and sales
- Senior staff liaison to the Communications Committee of the Board of Trustees, and routinely delivered presentations and reports to the Finance Committee, Executive Committee and full Board of Trustees.

#### Achievements

- Primarily responsible for developing the marketing and communications strategy for transitioning an audience of 200,000 patrons from Arena's home of over 50 years in the District of Columbia to 2 year temporary locations in Virginia and Northwest D.C. in the middle of the 2007-08 season. Subscriber attrition was budgeted for 8%, and the company sustained an attrition rate of 1.3%. The transition earned Arena Stage the Washington Post Award for Innovative Leadership given at the 2008 Helen Hayes Awards and the 2008 INTIX Box Office of the Year Award.
- Developed media relations strategies that secured media placement in all of the 10 largest U.S. newspapers by circulation, including *USA Today*, *The New York Times*, *The Washington Post*, *The Wall Street Journal* and the *Los Angeles Times*, as well as ABC's "Good Morning America," all three network television stations in the Washington DC, the Associated Press, National Public Radio, *Variety* and *Playbill*.
- Architect of the Arena Stage "New Deal" program which sold 6,661 tickets sold for almost \$200,000 in revenue in a 24 hour period during the economic crisis in fall 2008, more than doubling the previous highest grossing day the company set in 2002.
- Developed new subscription marketing techniques that were responsible for subscriber growth after seven years of decline. Growth occurred in 2009, a full year before budgeted pro formas during the global economic crisis and a year and half before the opening of the new building.
- Lead a team of senior staff and board members through a rebranding campaign in preparation for the launch of the \$125 million Mead Center for American Theater, including the development of a new messaging platform, visual communications system, website and roll-out plan.
- Developed marketing and communications strategies for several Broadway bound and Pre-Broadway engagements including Moises Kaufman's *33 Variations*, Carrie Fisher's *Wishful Drinking*, Tom Kitt and Brian Yorkey's *Next to Normal* starring Alice Ripley, Matthew Lombardo's *Looped* starring Valerie Harper, and John Grisham's *A Time to Kill*.
- Secured the first corporate sponsorship from *The Washington Post* and from a network television station (WJLA-TV). Instrumental in developing corporate sponsorships with Amtrak, Comcast, Marriott, WTOP, Whole Foods, Target, the Nationals, Sharp and several others.
- Served as project manager for the one year conversion from ProVenue to Tessitura, leading a team with representatives from six departments: IT, Communications, Development, Finance, Operations & Education
- Successfully partnered with various commercial producers including Jonathan Reinis, David Stone, Eva Price, Tony Cacciotti, David Steiner and Daryl Roth.

## OTHER EXPERIENCE

### **Director of Marketing & Communications, Americans for the Arts**

**2006-2007**

Americans for the Arts is the nation's leading nonprofit organization for advancing the arts in America. With 45 years of service, Americans for the Arts is dedicated to representing and serving local communities and creating opportunities for every American to participate in and appreciate all forms of the arts.

#### Responsibilities:

- Develop and supervise the marketing and sales strategies for all earned revenue streams for an \$16 million national service organization.
- Supervise the creation and distribution of 132 different communications tools used to market and communicate effectively with over 200 identified stakeholder groups.

#### Achievements

- Created the first organization wide marketing and communications plan incorporating strategies for eleven earned revenue streams and over 480 different programs.
- Increased Annual Convention sponsorship and registration income by 41% from 2006 to 2007.
- Increased attendance at the 2007 National Arts Advocacy Day by 24% leading to the most attended arts advocacy day in the organization's history.
- Created and implemented the organization's first sales and revenue forecasting tool.
- Developed a viral marketing infrastructure with 900,000 contacts over the period of six months. This was done by launching the following: an Americans for the Arts' MySpace page, Friendster page, Facebook group, Care2 page, YouTube Channel, Google Group, Yahoo! Group and Xanga Group.
- Developed and launched the organization's blog, *ArtsBlog*, which can be viewed at <http://blog.artsusa.org>.
- Created and produced the organization's first podcasts and videocasts, as well as a monthly podcasts from the President and CEO entitled ArtCast.
- Instrumental in the establishment of national partnerships including those with Ovation TV, Patron Technology, and Care 2.

### **Director of Marketing & Communications, Virginia Stage Company**

**2004-2006**

Virginia Stage Company is a LORT D regional professional theater in Norfolk, Virginia with an operating budget of \$2.4 million and an annual audience of over 90,000 people. As a LORT theater, Virginia Stage Company operates under agreements with Actors Equity Association, the Society of Stage Directors and Choreographers and United Scenic Artists.

#### Responsibilities:

- Supervise all aspects of the Marketing, Public Relations, Box Office, Front of House and Sales departments which includes 20 full and part-time staff members, 2 independent contractors and 2 interns.
- Develop marketing strategies to bring in over \$1.2 million in earned income per season.
- Serve as the primary contact for all media outlets, including international, national and regional media.

#### Achievements:

- Increased single ticket sales by 91% as well as increasing subscription sales by 12% over the span of two years, while increasing VSC's subscription renewal rate to 89%.
- Part of the new management team that was put in place in 2004 to eliminate debt and help the Company operate profitably. During the 2003-04 Season, Virginia Stage Company operated at a \$150,000 loss. During the most recent season, Virginia Stage Company operated at a \$48,000 profit.
- Negotiated and secured major media sponsorships from outlets which hadn't previously supported the Company. On average, I secured \$150,000 worth of media sponsorships per season.
- Supervised the redesign of the company's website. With the design of the new website, visitors can now purchase subscriptions online as well as single tickets, read reviews, send in reviews, download press kits and photos, read VSC's BLOG from our artistic staff, access archives and download audio and video files.
- Created Virginia Stage Company's MySpace profile which currently drives more traffic to the Company's website than any other source, including well-known search engines such as Google.
- During my tenure, VSC was covered in national, regional and local media including *American Theatre Magazine*, *Southern Living*, Southwest Airlines' *Spirit Magazine*, *The Virginian-Pilot*, *PortFolio Weekly*, *The Daily Press*, *Hampton Roads Magazine*, National Public Radio, WVEC-TV, WAVY-TV and PBS.
- Designed and implemented the Company's first bi-monthly e-newsletter and developed an e-mail list of over 5,000 patrons.

- Produced the Company's first promotional DVD advertising our season which was sent out with, and in some cases in place of, our standard season brochure.
- Produced the Company's first PodCast which was uploaded to the website for download.
- Developed and designed major collaborative efforts with the Chrysler Museum of Art, Norfolk Botanical Gardens, Todd Rosenlieb Dance Company, Downtown Norfolk Council and the Attucks Theatre.
- Part of the committee which authored Virginia Stage Company's 10-year strategic plan.

**Audience Development Specialist, Roy & Edna Disney/CalArts Theater (REDCAT)**

**2003-2004**

REDCAT is the new experimental theater in downtown Los Angeles located in Walt Disney Concert Hall which opened in 2003. During its inaugural year, REDCAT presented artists such as Suzan-Lori Parks, Jason Mraz, the Polyphonic Spree, dumbTYPE, the Builder's Association, Erik Ehn, and *Peach Blossom Fan*, the new opera produced by the Center for New Performance and directed by Chen Shi-Zheng.

Responsibilities:

- Design, develop, and implement marketing, public relations and audience development strategies during REDCAT's inaugural year to build an audience base and raise the profile of REDCAT within the Los Angeles community.
- Develop partnerships with local entities including businesses and government.
- Supervise stewardship efforts for our major corporate sponsors.

Achievements:

- Developed partnerships with several local entities including hotels, the Los Angeles Business Improvement District, the Los Angeles Association of Concierges and the Museum of Contemporary Art.
- Developed and implemented a cost free public relations campaign on the Internet and through e-mail correspondence that reached an audience of over 100,000 people weekly.
- Supervised the stewardship of our major corporate partners including KCRW, *LA Weekly* and the *Los Angeles Times*.

**Associate Producer, LA Stage Alliance Ovation Awards**

**Contract Position -- 2003**

Presented by LA Stage Alliance, the Ovation Awards have been named by the *Los Angeles Times* as the premiere awards show in Southern California for theatrical excellence.

Responsibilities:

- Design, implementation and coordination of all development and sales campaigns.

Achievements:

- Program ad sales grew 157% and profits grew 177% from the previous year due to a staff-restructuring plan, which I designed and implemented.
- Sponsorships grew 180% from the previous year and included major corporate partners such as the *Los Angeles Times*, the University of Southern California and Cinevative Studios.
- Cultivated relationships with Universal Television and Adelphia Cable for major sponsorship and television production for the following year.
- 75% of the budget of the Ovation Awards was recouped through development efforts.

**PRESS COVERAGE/PUBLICATIONS**

***Author of the "Technology Chapter" in the National Arts Marketing Project Boot Camp Workbook  
Press Coverage***

I have been featured in the following publications: *Drama Biz Magazine*, *Stage Directions Magazine*, *The Washington Post*, *Back Stage Magazine* and *The Wall Street Journal*.

***Arts Marketing Blog***

Publisher and author of *The Arts Marketing Blog*. Launched in 2006 to discuss arts marketing practices in the United States, the blog as a current monthly readership of 4,000.

**SPEAKING ENGAGEMENTS (RECENT SAMPLE)**

2010 National Arts Marketing Conference, San Jose, CA

Keynote Speaker – New to the Field Pre-Conference

2009 National Arts Marketing Conference, Providence, RI

"Friendship 2.0—Building a Dynamic Community"

2008 National Arts Marketing Conference, Houston, TX

"Entrances, Exits and Escalators: Keep Ticket Buyers Coming In and Moving Up"

2010 Theatre Communications Group National Conference, Chicago, IL  
“Creating a Complete Experience for our Customers”  
2009 Theatre Communications Group National Conference, Baltimore, MD  
“Marketing Strategies for a Difficult Economy”  
2008 Theatre Communications Group National Conference, Denver, CO  
“Rethinking the Promotion of Performances”  
2009 League of Resident Theaters National Conference, Los Angeles, CA  
“Communicating in a Whole New World”  
2010 GALA Choruses Leadership Conference, Dallas, TX  
Keynote Speaker  
Wallace Foundation/ArtsMidwest Convening on Arts Participation & Engagement, Minneapolis, MN  
"How to Use Technology as a Means of Engaging Arts Audiences"  
Cultural Alliance of Greater Washington, Washington, DC  
“Communications Strategies in the Web 2.0 World”  
National Arts Marketing Project Boot Camp, San Francisco, CA  
“Love the One You’re With—Building Loyalty with Your Customers”  
Americans for the Arts Webinar  
“Tech Savy: Marketing Through Web 2.0”

Other speaking engagements include training sessions with the following organizations: the National Arts & Business Council, the Arts & Business Council of New York, the Greater Philadelphia Cultural Alliance, the Delaware Division on the Arts, the St. Louis Regional Arts Commission, and the Arts & Science Council of Charlotte.

## **TEACHING**

Drexel University, Philadelphia, PA (2009-current)  
Adjunct Professor, Graduate Program in Arts Management  
Courses: Technology and Marketing the Arts  
Audience Development

## **VOLUNTEER WORK**

Member, Theatre Communications Group Funding Panel, New Generations Grant (2010)  
Judge, Helen Hayes Awards (2007-2009)  
Treasurer, League of Washington Theatres (2008-current)  
ArtsMarketing.org Advisory Council (2008-current)  
Marketing Advisory Committee for the League of Resident Theatres (2009)  
Member, Virginia Commission on the Arts Funding Panel for Local Arts Agencies (2007-current)  
Chair, Communications Committee, Downtown Norfolk Council (2006-2007)  
Volunteer Staff Member, California Arts Advocates (2002-2004)

## **AWARDS**

2008 INTIX Box Office of the Year Award (awarded to Arena Stage)  
2008 Washington Post Award for Innovative Theater Leadership (awarded to Arena Stage for marketing strategies)  
2008 Alumni of the Year, Fort Zumwalt South High School  
National Arts Marketer of the Month, ArtsMarketing.org  
2005 Innovator Award for Marketing, City of Norfolk, VA  
2004 Innovator Award for Marketing, City of Norfolk, VA

## **EDUCATION**

M.F.A. Master of Fine Arts in Producing & Theatre Management, California Institute of the Arts (CalArts)  
Ahmanson “Talented Student in the Arts” Scholar  
B.S.Ed Bachelor of Science in Speech and Theatre Education, Honors College of Missouri State University

## **SPECIAL SKILLS**

Microsoft Word/Excel/PowerPoint, Adobe PageMaker/Acrobat/Photoshop/Premiere Elements, Audacity, Tessitura & File Saver Pro  
Database Systems, ProVenue, Archtics, Certified Secondary Teacher in Speech & Theatre, Negotiating & Dispute Resolution,  
Option Agreements, General Contracts, Public Speaking, Entertainment and Copyright Law

## **REFERENCES**

Available upon request.